

Equal Opportunities Strategy for 2022 to 2025

(agreed by the Board of Trustees at its 46th meeting on 13 May 2022)

Contents

Summary	1
1. Introduction.....	2
2. Current situation	2
2.1 Employment structure.....	4
2.1.1 Pay levels (<i>Vergütungsniveaus</i>).....	4
2.1.2 Senior management and academic positions	8
2.1.3 Fixed-term contracts	10
2.1.4 Part-time working (including during parental leave)	11
2.1.5 Leave of absence (with no part-time work)	12
2.2 Committees	12
2.3 Employee observations on professional equality between men and women, as well as on the compatibility of work with family life and caring commitments	13
3. Objectives and measures	14
3.1 Recruitment for director positions.....	14
3.2 Recruitment for senior management positions (excluding directors)	15
3.3. Recruitment to academic positions.....	15
3.4 Parity on committees	15
3.5 Line manager responsibilities.....	16
3.6 Managing family, caring, and work commitments.....	17
3.7 Information and training on equal opportunities issues.....	19
3.8 Objectives at individual institutes	19

Summary

Situation at the reference date of 30 June 2021 (for details see chapter 2):

- The Max Weber Foundation (Max Weber Stiftung, MWS) employs 373 people in total – 215 women and 158 men.
- The proportion of women employed at the higher pay level (EG 13 or above on the TVöD tariff agreement scale or an equivalent local contract) remains close to parity and has increased over the last four years by 1% to 49% (48% for primarily academic roles). The proportion of women employed at the advanced pay level is 55%, and at the low and mid-range level it is 72%.
- Between 2017 and 2021, the proportion of women in the 61 senior management positions rose from 39% to 46%, but at both of the top levels (the chief executive director of the foundation and the institute directors, including their deputies) the proportion is only 33%.
- 59% of permanent positions are held by women (compared to 61% in the last period). However, the average contractual term for women on fixed-term contracts is 3 months shorter than that for men (in the last period it was 9 months shorter). The average term of all fixed-term contracts is 52 months (previously 50 months).
- 63 employees, of which 50 are women, work part-time. 17 of these are student or academic assistants. 7 women and no men have gone part-time for family reasons. 7 men and 3 women were granted leave of absence; in the case of 5 women and 2 men this was for family reasons.
- The proportion of women on the Board of Trustees rose to 5 of 11 members (previously 4 of 11 members). The average proportion of women on the academic advisory boards of the eleven MWS institutes is slightly above the target of 50%. Individual boards differ substantially from this average.

Objectives (for details see chapter 3)

1. Equal representation of men and women in senior management positions

The MWS's goal is to increase the proportion of women holding institute director posts to at least 5 of 11. The proportion of deputy director posts held by women should also be increased to parity.

2. Equal representation of men and women in academic positions

The current state of near parity should be maintained.

3. Parity on committees

The MWS seeks to achieve parity between men and women on the Board of Trustees, the academic advisory boards, and any other permanent or temporary committees or commissions of the MWS and its institutes.

4. Line manager responsibilities

The primary responsibility for achieving the equal opportunities objectives set out in this EOS and in law rests with managers. This task is therefore one of the official duties of the chief executive director of the foundation and the directors of the institutes.

5. Improved support to manage work, family, and caring commitments

Specific measures have been defined to help staff manage their work alongside their family and caring commitments.

6. Information and training on equal opportunities

The MWS will offer its employees training on equal opportunities, sexism, and workplace discrimination.

7. Objectives at institute level

Objectives and measures forming part of the plan should be discussed regularly at the institutes and the central office, including any additional measures adopted at individual institutes.

The measures adopted to achieve these objectives are set out in chapter 3.

1. Introduction

The Max Weber Foundation – German Humanities Institutes Abroad (Max Weber Stiftung, MWS) promotes equality at work between women and men. Pursuant to the legislative requirements set out in Section 4 of the [German Federal Gender Equality Act \(*Bundesgleichstellungsgesetz*, BGleIG\)](#),¹ it views this commitment as a guiding principle in all its decisions and areas of work. To this end, BGleIG mandates the creation of an Equal Opportunities Strategy (EOS), the themes and objectives of which are essentially based on Sections 11–14 BGleIG. It should be noted that BGleIG focuses exclusively on equality between women and men.

Like its predecessors, the EOS for the period 2022–2025 begins with a summary of the current situation at the MWS. The reference date for data collection is 30 June 2021. The EOS includes only the key results of the data analysis so as to better highlight the positive and negative developments within the MWS, before discussing what targets and measures will be put in place as a result.

Some of the data in the report are taken from MWS internal administrative systems (e.g. data relating to contracts). In addition, an anonymous staff survey was carried out, in which employees were asked about their perceptions and experiences in relation to discrimination against women and the compatibility of work with family and caring commitments. Responses were collected separately from employees with and without management responsibilities. Many of the comments and suggestions put forward by employees in the survey have been integrated into the objectives and measures set out in chapter 3; however, some of them are subject to legal impediments.

2. Current situation

This analysis includes all employees as of 30 June 2021, whether or not they were paid directly from federal government funding (the core funding of the MWS comes from the federal budget) or through third-party funding, and includes both employees and public servants under German law (*Beamten*) seconded to the MWS. Interns and scholarship holders are not included. As in previous years, a separate data record has been created for part-time employees and those on long-term leave respectively to ensure that each person employed at the MWS is equally weighted in the analysis, regardless of their working hours. The analysis also includes data relating to the composition of the MWS's honorary committees: the Board of Trustees, the academic advisory boards, and the perspectivia.net board. It does not include project advisory boards or any other temporary committees. All percentages have been rounded up or down to the nearest whole number.

¹ Gesetz für die Gleichstellung von Frauen und Männern in der Bundesverwaltung und in den Unternehmen und Gerichten des Bundes.

The 2021 figures are compared throughout with those obtained for the last two EOS in 2013 and 2017. Where the data are broken down into locations, data for the Beijing office and the Bilderfahrzeuge project at the Warburg Institute in London are summarized under 'Other Offices and Projects' and placed alongside the data for the eleven (as of 2021) institutes and the central office. In 2017 the MWF Delhi had not yet become an independent institute and was still the Delhi Branch Office, and was therefore included in the data for the central office for the purposes of the EOS at this time.

Table 1: Numbers of employees

	Women	Men	Total	Proportion of women
2013	147	130	277	53%
2017	175	147	322	54%
2021	215	158	373	58%

Data for 373 people were recorded systematically in 2021. This includes 40 more women and 11 more men than in 2017. The proportion of women in the MWS has thus increased from 54% in 2017 to 58% in 2021.

Table 2: Staffing structure of the institutes and central office

		Frauen	Männer	Gesamt	Frauenanteil
DFK Paris	2017	23	9	32	72%
	2021	18	9	27	67%
	Veränderung	-5	+/-0	-5	-5%
DHI London	2017	15	11	26	58%
	2021	22	11	33	67%
	Veränderung	+7	+/-0	+7	+9%
DHI Moskau	2017	12	10	22	55%
	2021	15	18	33	45%
	Veränderung	+3	+8	+11	-9%
DHI Paris	2017	19	15	34	56%
	2021	24	13	37	65%
	Veränderung	+5	-2	+3	+9%
DHI Rom	2017	21	20	41	51%
	2021	22	21	43	51%
	Veränderung	+1	+1	+2	-0%
DHI Warschau	2017	20	12	32	63%
	2021	15	10	25	60%
	Veränderung	-5	-2	-7	-3%
DHI Washington	2017	20	13	33	61%
	2021	31	20	51	61%
	Veränderung	+11	+7	+18	+0%
DIJ Tokyo	2017	8	11	19	42%
	2021	11	7	18	61%
	Veränderung	+3	-4	-1	+19%
MFW Delhi	2017	3	1	4	75%
	2021	5	3	8	63%
	Veränderung	+2	+2	+4	-13%
OI Beirut	2017	8	12	20	40%
	2021	11	11	22	40%

	Veränderung	+3	-1	+2	+/-0%
	2017	9	12	21	43%
OI Istanbul	2021	12	11	23	52%
	Veränderung	+3	-1	+2	+9%
	2017	15	13	28	54%
Geschäftsstelle	2021	21	15	36	58%
	Veränderung	+6	+2	+8	+5%
	2017	5	9	14	36%
Weitere Büros und Projekte	2021	8	9	17	47%
	Veränderung	+3	+/-0	+3	+11%
	2017	175	147	322	54%
Gesamt	2021	215	158	373	58%
	Veränderung	+40	+11	+51	+3%

While the overall proportion of women in the MWS is 58%, the proportions at the individual institutes range from 40% at the Orient Institute Beirut to 67% at the DFK Paris and the GHI London.

Men and women are generally evenly balanced across all age groups. Employees were divided into five-year age cohorts for the purpose of this analysis. Women are slightly better represented in the younger cohorts than in the older ones.

In order to obtain a detailed understanding of the degree of gender equality between employees, however, a more complex analysis of the distribution of men and women is set out below, covering pay grades, distribution of senior management positions, contract type (e.g. fixed-term contracts), part-time working, and long-term leave.

2.1 Employment structure

2.1.1 Pay levels (*Vergütungsniveaus*)

The first analysis looks at the proportion of employees at each of the various MWS pay levels (*Vergütungsniveaus*). Here, the term *Vergütungsniveau* is equivalent to the term *Laufbahn* used for German public servants (*Beamten*). The MWS distinguishes between three pay levels: 'low and mid-range' (TVöD EG 1–9a or equivalent),² 'advanced' (TVöD EG 9b–12 or equivalent), and 'higher' (TVöD EG 13 and above or equivalent, including higher salaries that fall outside the collective agreement). For the purposes of these statistics, employees hired with a contract based on the law of the country where their institute is based (local employees, who make up more than half of all staff) have been assigned to an equivalent pay level or grade on the TVöD scale.

Table 3: Breakdown of employees (both genders) by pay level

	Low/Mid-range	Advanced	Higher	S/WHK
2009	37%	17%	46%	included in low/mid-range
2013	28%	20%	47%	5%
2017	30%	18%	47%	5%
2021	29%	20%	46%	5%

² It is difficult to distinguish between the low and mid-range levels in the MWS because the pay grades for local employees at these levels are not directly comparable with those of the TVöD.

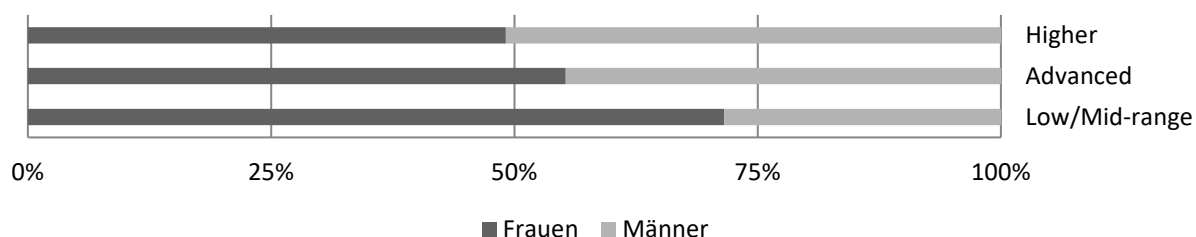
The overall proportion of employees at each level has changed very little over the years. Employees at the low and mid-range level include (among others) secretaries, facilities managers, receptionists, and administrative staff; the advanced level mainly comprises librarians, IT staff, and heads of administration; and the higher category is mainly made up of researchers and academically trained staff with infrastructural roles (e.g. heads of libraries and those working in academic communication).

The 17 student and academic assistants (*studentische und wissenschaftliche Hilfskräfte, S/WHK*) in the MWS – of which 11 are women and 6 men – are not subject to the TVöD and therefore do not fit into the system of pay levels. They are also not comparable with the rest of the staff due to the unique nature of their role. As a result, the 5% of employees occupying these roles are not always included in the following analysis. A note has been added wherever this is the case.

Table 4: Numbers of women and men at each pay level, 2021³

	Low/Mid-range	Advanced	Higher	S/WHK	Total
Women	78	42	84	11	215
Men	31	34	87	6	158
Total	109	76	171	17	373
Proportion of women	72%	55%	49%	65%	58%

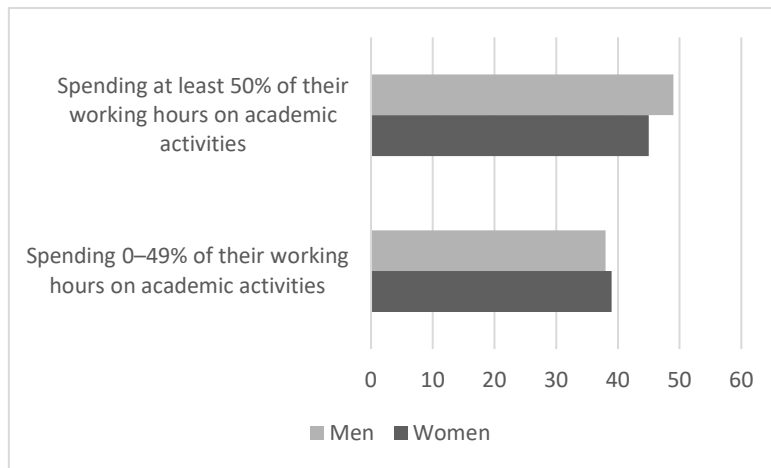
Figure 1: Proportions of women and men at each pay level 2021



The proportions of men and women vary by pay level. The most obvious gap is at the low and mid-range level, where nearly three quarters of employees are women. The proportion of women at this level has fallen only slightly, from 73% in 2017 to 72% in 2021. At the higher level, the situation has improved and grown more equal, with the proportion of women rising from 43% to 49%. This is almost exactly in line with the target of 50%.

Figure 2: Numbers of men and women among academic staff at the higher pay level (absolute figures)

³ Student and academic assistants are included in Table 4, but not in Figure 1.



As an academic organization, the MWS can divide its higher-level employees into two groups: those engaged primarily in academic work, and those who spend less than half of their working hours on academic activities. In the first group, the proportion of women is just under half (48%); in the second group, it is just over half (51%). There is thus no significant difference between the two groups.

Figure 3: Proportions of women and men by pay level

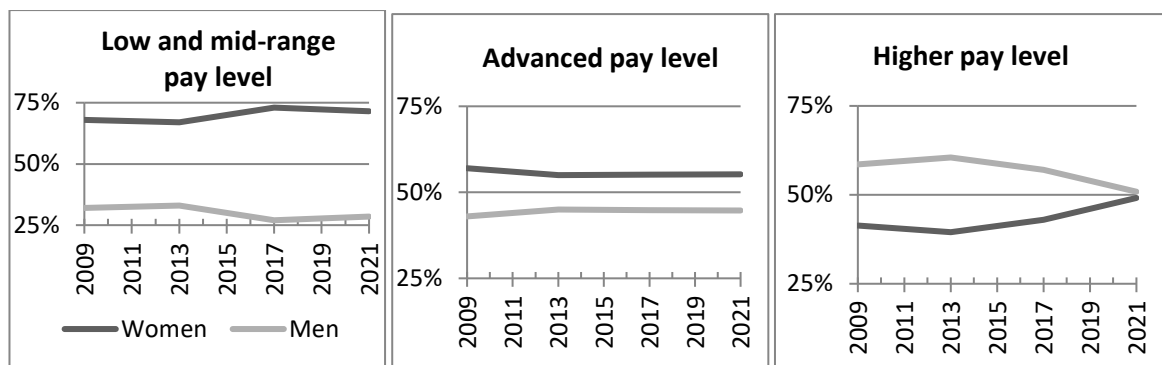


Figure 3 illustrates that the proportions of men and women at the higher level are now equal, that the advanced level shows a consistent 5% deviation from parity, and that at the low and mid-range level there is a significant imbalance between the proportions of men and women.

Table 5: Applications since 1 July 2017 by pay level

	Proportion of women	Proportion of men
Low/mid-range	68%	32%
Advanced	56%	44%
Higher	59%	41%

A breakdown of application numbers by the pay level of the advertised role shows that proportionally more women than men apply for roles at all levels. The situation regarding applications for senior management positions advertised since 1 July 2017 is a little different, and the specific data for these positions can be found on page 9.

Table 6: Higher education at the low and mid-range pay level

	Frauen		Männer	
	absolut	Anteil aller Frauen dieses Verg.	absolut	Anteil aller Männer dieses Verg.
keine/andere Hochschulqualifikation	32	41%	18	58%
Bachelor	20	26%	5	16%
Master	26	33%	6	19%
Promoviert	0	0%	2	6%
Habilitiert	0	0%	0	0%
Gesamt	78		31	

No higher education is required for employment at the low and mid-range pay level; relevant professional training is the typical requirement for most positions. Nonetheless, many employees have a higher education qualification, and a third of female employees at this level even have a master's degree.

Table 7: Higher education at the advanced pay level

	Frauen		Männer	
	absolut	Anteil aller Frauen dieses Verg.	absolut	Anteil aller Männer dieses Verg.
keine/andere Hochschulqualifikation	1	2%	3	9%
Bachelor	12	29%	13	38%
Master	23	55%	15	44%
Promoviert	5	12%	3	9%
Habilitiert	1	2%	0	0%
Gesamt	42		34	

Most roles at the advanced pay level require a relevant bachelor's degree. Here too, however, many employees exceed this requirement. This applies to just over half of men and two thirds of women.

Table 8: Higher education at the higher pay level

	Frauen		Männer	
	absolut	Anteil aller Frauen dieses Verg.	absolut	Anteil aller Männer dieses Verg.
keine/andere Hochschulqualifikation	0	0%	0	0%
Bachelor	0	0%	0	0%
Master	14	17%	11	13%
Promoviert	63	75%	62	71%
Habilitiert	7	8%	14	16%
Gesamt	84		87	

According to TVÖD, the minimum requirement for the higher pay level is a relevant master's degree. However, due in part to the many postdoc qualification roles at this level across all institutes, 85% of MWS employees at this level also have a Ph.D. or even a professorial qualification (*Habilitation*) on top of a master's degree. Significantly more men than women have a *Habilitation*.

2.1.2 Senior management and academic positions

Table 9.1: Senior management positions by gender

	Women	Men	Total	Proportion of women
2013	13	35	48	27%
2017	24	38	62	39%
2021	28	33	61	46%

Senior management positions are defined in Section 3(10) BGleiG as any positions with managerial or leadership duties. On the reference date, 61 people occupied senior management positions in the MWS. The proportion of women in senior management positions has continued to grow: from 39% in 2017 to 46% in 2021. This is still under parity (50%), but there seems to be a realistic prospect of achieving this goal in the next period, in part thanks to the many measures adopted.

Table 9.2: Breakdown of men and women in senior management positions

	Women	Men	Total	Proportion of women 2021	Proportion of women 2017
Institute director, chief executive director	4	8	12	33%	9%
Deputy director, deputy executive director	4	8	12	33%	33%
Head of library	6	2	8	75%	73%
Head of administration	5	5	10	50%	55%
Other senior management position	9	10	19	47%	29%

The distribution of men and women across the various senior management positions on the reference date shows that in the MWS as a whole, women only outnumber men in the role of head of library. Furthermore, women are significantly underrepresented among directors and deputy directors. However, there has been a substantial increase in the proportion of women at the most senior management level, from 9% in 2017 to 33% in 2021.

Table 9.3: Breakdown of men and women recruited to senior management positions since 1 July 2017

	Frauen	Männer	Gesamt	Frauenanteil
Direktor/in, GF	2	1	3	67%
stellv. Direktor/in, stellv. GF	1	4	5	20%
Bibliotheksführung	1	2	3	33%
Verwaltungsleitung	3	2	5	60%
andere Leitungsfunktion	7	4	11	64%
Gesamt	14	13	27	52%

A glance at the numbers of men and women recruited to various senior management positions since 1 July 2017 reveals just how many men and women have taken up new senior management roles in the last four years. In total, 16 senior management positions have been taken up by women and 10 by men since 1 July 2017, which translates into a very high proportion of women (62%) among new

appointments. Due to the small numbers involved, the percentages for each individual job title vary considerably.

Table 10.1: Applications for positions filled since 1 July 2017⁴

	Female applicants	Male applicants
Total	60%	40%
Proportion of senior management positions	46%	54%

Table 10.2: Applications for senior management positions filled since 1 July 2017

	Frauen	Männer	Gesamt	Frauenanteil
Direktor/in, GF	9	16	25	36%
stellv. Direktor/in, stellv. GF	20	18	38	53%
Bibliothekseitung	8	16	24	33%
Verwaltungsleitung	44	31	75	59%
andere Leitungsfunktion	41	60	101	41%
Gesamt	122	141	263	46%

The applicant numbers for new appointments since 1 July 2017 show that more women than men applied for roles at the MWS overall. When it came to senior management positions, only 46% of applicants were women; however, 62% of the successful candidates were women, meaning that their success rate was significantly higher than that of men.

Breaking down the application numbers by specific senior management role shows that almost twice as many men as women applied for director and head of library positions. Numbers of men and women applying for deputy director positions were roughly equal. More women (59%) than men applied for head of administration roles, and more men (59%) than women applied for other leadership roles.

Opportunities for staff development are limited in the MWS; nonetheless, 6 employees (4 women, 2 men) were internally promoted during the reporting period by being assigned a managerial role. These promotions took place across all five categories of senior management position evaluated in this section.

Table 11: Proportion of men and women recruited to primarily academic roles since 1 July 2017

	Frauen	Männer	Gesamt	Frauenanteil
wissenschaftlich tätig	38	29	67	57%
nicht wissenschaftlich tätig	65	50	115	57%
gesamt	103	79	182	57%

⁴ The application numbers in Table 10.1 include applications for S/WHK positions.

The proportion of women recruited to primarily academic roles since 1 July 2017 is 58%, compared to 57% for non-academic positions.

2.1.3 Fixed-term contracts

Table 12: Proportions of fixed-term and permanent contracts, 2021

	Fixed-term (total)	Proportion of all men/ women	Fixed-term for the purpose of obtaining an academic qualification	Proportion of all men/ women	Permanent	Proportion of all men/ women	Total
Women	121	56%	37	17%	94	44%	215
Men	93	59%	30	19%	65	41%	158
Total	214	57%	67	18%	159	43%	373
Proportion of women	57%		55%		59%		58%

NB: includes S/WHK roles.

The number of fixed-term contracts has reduced slightly, from 61% in 2017 to 57% in 2021, bringing it back to roughly the same level recorded in 2013. Fixed-term contracts are mainly offered for positions financed through temporary third-party funding. Contracts for the purposes of obtaining an academic qualification make up 31% of all fixed-term positions as of 2021. Fixed-term contracts are also offered for newly promoted managers (in some cases), parental leave cover, and to cover other absences.

56% of women in the MWS have fixed-term contracts and 44% have permanent positions. The corresponding percentages for men are 59% and 41%. As such, the proportions of fixed-term and permanent contracts among men and women are roughly equal.

The average length of a fixed-term contract is approximately 52 months. As of 2021, women's fixed-term contracts are on average just over 3 months shorter than those of men, a reduction from 9 months in 2017.

Among employees on fixed-term contracts for the purpose of obtaining an academic qualification, the average contract length is 49 months, which is slightly shorter than the average for all fixed-term contracts.

Contract extensions due to parental leave under Section 2(5), clause 2 or 3 of the German Federal Fixed-Term Academic Contracts Act ([Wissenschaftszeitvertragsgesetz, WissZeitVG](#)) were granted in 5 cases, and there were also 5 further cases where contracts were extended under the fourth sentence of Section 2(1) WissZeitVG (option for employees to extend their contracts by up to two years per child). In both cases these extensions were granted to 2 women and 3 men. As of the reference date, 8 women and 5 men had applied for extensions to fixed-term contracts for the purposes of obtaining an academic qualification under the special pandemic-related rule set out in Section 7(3) WissZeitVG. 11 of these extension applications were accepted in full by the institutes (6 women, 5 men), 1 was partially accepted, and a decision on the final application was still pending as of the reference date. In

addition, in one similar case the contract of a locally employed female academic member of staff was extended.

Table 13: Proportions of men and women in senior management roles on permanent contracts, 2021

	Women	Men	Total	Proportion of women
Institute director, chief executive director	0	1	1	0%
Deputy director, deputy executive director	1	5	6	17%
Head of library	2	1	3	67%
Head of administration	1	2	3	33%
Other senior management position	1	5	6	17%
Total	5	14	19	26%

43 of the 61 senior management positions in the MWS – i.e. over two thirds of them – are occupied by staff on fixed-term contracts, and 19 by staff on permanent contracts. However, 14 of the 19 permanent contracts are held by men, and only 5 (26%) by women. A substantial proportion of these appointments were made before the first EOS in 2005.

2.1.4 Part-time working (including during parental leave)

Table 14: Numbers of part-time employees in the MWS (excluding S/WHK)

	Number of part-time employees	Number of employees (excl. S/WHK)	Proportion of part-time employees
Women	50	204	25%
Men	13	152	9%
Total	63	356	18%
Proportion of women	79%	57%	

Across all staff (excluding S/WHK), the proportion of part-time employees as of 2021 is 18%, which is slightly higher than in 2017. 50 women and 13 men work part-time, meaning that 79% of part-time staff are women (compared to 84% in 2017). 25% of female employees (excluding S/WHK) are employed part-time; the equivalent proportion for men is 9%.

7 women and no men have gone part-time for family reasons.

Table 15: Part-time employment by pay level

	Low/mid-range	Proportion of employees (excl. S/WHK)	Advanced	Proportion of employees (excl. S/WHK)	Higher	Proportion of employees (excl. S/WHK)	Number of employees (excl. S/WHK)
Women	26	13%	6	3%	18	9%	204
Men	5	3%	2	1%	6	4%	152
Total	31	9%	8	2%	24	7%	356

Proportion of women	84%		75%		75%		57%
----------------------------	-----	--	-----	--	-----	--	-----

A breakdown of part-time employment by pay level reveals that the proportion of women at the low and mid-range level is very high, at 84%. At both the advanced and higher levels, 75% of part-time staff are women. 13% of women in the MWS (excluding S/WHK) are employed part-time in the low and mid-range pay level; for men, the equivalent figure is 3%. By contrast, 9% of all women in the MWS are employed part-time at the higher pay level, compared to only 4% of men.

2.1.5 Leave of absence (with no part-time work)

Table 16: Numbers of MWS employees on leave of absence (excluding S/WHK)

	Number on leave of absence	Number of employees (excl. S/WHK)	Proportion of employees on leave of absence
Women	7	204	3%
Men	3	152	2%
Total	10	356	3%
Proportion of women	70%	57%	

The percentage of MWS employees (excluding S/WHK) on leave of absence as of the 2021 reference date was 3%. This represents 7 women and 3 men, so that 70% of them are women. In 2017, the percentage of women was 60%. Of all women employed in the MWS (excluding S/WHK), 3% are on leave of absence; for men the equivalent figure is 2%.

Of the 10 employees on leave of absence, 5 women and 2 men are on leave for family reasons.

Table 17: Leave of absence by pay level

	Low/mid-range	Proportion of employees (excl. S/WHK)	Advanced	Proportion of employees (excl. S/WHK)	Higher	Proportion of employees (excl. S/WHK)	Number of employees (excl. S/WHK)
Women	2	1%	2	1%	3	1%	204
Men	0	0%	0	0%	3	2%	152
Total	2	1%	2	1%	6	2%	356
Proportion of women	100%		100%		50%		57%

Breaking down the data by pay level reveals that only 2 women at the low and mid-range level and 2 women at the advanced level are on leave of absence, whereas at the higher level there is an even split between men and women, with 3 employees of each gender on leave.

2.2 Committees

Table 18: Board of Trustees of the MWS

	Women	Men	Total	Proportion of women
--	-------	-----	-------	---------------------

2013	3	8	11	27%
2017	4	7	11	36%
2021	5	6	11	45%

The proportion of women on the Board of Trustees has increased to 5 of 11 members, which equates to the lower of the two parity values (5 or 6). Of the 8 members of the Board of Trustees who are academics by profession, the majority (5) are women.

Table 19: Academic advisory boards of the MWS institutes

	2013				2017				2021			
	Women	Men	Total	Proportion of women	Women	Men	Total	Proportion of women	Women	Men	Total	Proportion of women
DFK Paris	3	4	7	43%	5	4	9	56%	4	4	8	50%
GHI London	4	5	9	44%	5	4	9	56%	4	5	9	44%
GHI Moscow	3	3	6	50%	5	3	8	63%	5	3	8	63%
GHI Paris	3	6	9	33%	3	5	8	38%	5	4	9	56%
GHI Rome	3	6	9	33%	4	5	9	44%	5	4	9	56%
GHI Warsaw	1	7	8	13%	3	6	9	33%	2	7	9	22%
GHI Washington	3	5	8	38%	5	3	8	63%	6	2	8	75%
DIJ Tokyo	5	3	8	63%	4	4	8	50%	4	5	9	44%
MWF Delhi									3	2	5	60%
OI Beirut	3	5	8	38%	6	2	8	75%	4	3	7	57%
OI Istanbul	3	4	7	43%	4	5	9	44%	5	4	9	56%
Total	31	48	79	39%	44	41	85	52%	47	43	90	52%

Table 20: Other academic advisory boards

	2013				2017				2021			
	Women	Men	Total	Proportion of women	Women	Men	Total	Proportion of women	Women	Men	Total	Proportion of women
ERCCS Beijing									2	3	5	40%
perspectivia.net	1	4	5	20%	1	6	7	14%	2	5	7	29%
Total	1	4	5	20%	1	6	7	14%	4	8	12	33%

The proportion of women on the academic advisory boards of the eleven institutes abroad, which are appointed by the Board of Trustees and have 90 members in total, remains at the same level as four years ago: just over half, or 52%. There is substantial variation due to the small size of the academic advisory boards, so that female representation on individual boards ranges from 22% to 75%; however, most boards have a balanced membership. By contrast, the boards of the European Research Centre for Chinese Studies and the publishing platform perspectivia.net, both of which are only partly appointed by the Board of Trustees, have more men than women. Overall, there is parity across all academic advisory boards, including both those of the institutes and other boards: 51 women and 51 men.

2.3 Employee observations on professional equality between men and women, as well as on the compatibility of work with family life and caring commitments

The anonymous employee survey carried out by the Equal Opportunities Officer covered a range of topics that could not be addressed using administrative data, or could be addressed only inadequately. There were no multiple-choice questions or response scales; instead, the survey collected free-text

responses. It particularly addressed women's experiences of discrimination and support measures for parents and carers. Submissions were collected anonymously on two documents: one for senior managers, and one for other staff. Neither group was able to view responses submitted by the other group. All experiences and perceptions shared by participants fed into the consultation process that produced the list of measures set out below.

3. Objectives and measures

In many areas, progress was made towards the objectives set out in the 2017–2021 EOS; however, there are still shortcomings in certain places. In the following, the objectives and measures set out in the previous EOS have been adapted to reflect the current situation.

Under Section 4(1) BGleIG, the MWS is required 'to consider, as a consistent guiding principle in all fields of activity and decisions', how to achieve the equal opportunities objectives set out in law. As a product of this guiding principle, all managers and committee chairs must ask themselves, when drawing up a work plan or agenda, whether questions relating to equal opportunities might play a role and should therefore be placed on the agenda, and how this might be done.

Measures to promote women in accordance with BGleIG that are designed to remove existing inequalities do not constitute improper discrimination against men; see Section 5 of the German General Act on Equal Treatment ([Allgemeines Gleichbehandlungsgesetz](#), AGG).

Section 1(2) BGleIG was amended in 2021, and a new target date was added: 'The goal is to achieve equal participation between men and women in senior management positions according to the requirements of this Act by 31 December 2025.' The target date coincides with the end date of this EOS.

3.1 Recruitment for director positions

Each of the eleven institutes of the MWS is led by a director, who is remunerated at an equivalent level to a university professor. On the reference date, 4 of the MWS institute directors were women and 7 were men. The MWS has therefore not yet achieved its objective of half of director positions being held by women, and so the measures of the previous EOS will be continued:

Directors are appointed by the Board of Trustees based on recommendations by the academic advisory board of the institute in question. The academic advisory boards contact as broad a group of female candidates as possible at an early stage (ideally one to two years in advance of the vacancy being advertised) and discuss the forthcoming vacancy with them. To this end, suitable contacts can be established and strengthened, for example during academic events at the institute in question. Prior to advertising the position, the academic advisory board draws up a list of potential women candidates and shares this with the Equal Opportunities Officer. The Equal Opportunities Officer is invited to the board meetings at which these matters are dealt with, and may choose to delegate attendance to her local representative at the institute in question. When the board submits its recommendations (as a rule, three names) to the Board of Trustees, it must also outline its efforts to attract suitable female candidates, stating the proportion of women who applied and the proportion of women who were interviewed.

In order to establish the equal opportunities objectives and their implementation on a lasting basis, an awareness of gender issues is to be included as a specific requirement in advertisements for director positions.

3.2 Recruitment for senior management positions (excluding directors)

The proportion of women at senior management level has continued to improve over the last four years but is still below parity.

For deputy directors of institutes, it remains at one third. As a result, all new recruitment to this group must be subject to special efforts to attract suitable female candidates.

The measures set out in the previous EOS to increase the proportion of women senior managers will therefore remain in place:

- a) All vacancies (apart from those filled by renewing an existing contract) must be advertised externally.
- b) If, at the time of advertising the position, fewer women than men are employed as deputy directors, heads of library, or heads of administration, the advertisement must state that applications from women are particularly encouraged, and that in the event of equal suitability, ability and professional achievement, they will be favoured over applications from men.
- c) If women are underrepresented in the area of work advertised, and if there are enough applications from women who meet the essential requirements and qualifications set out in the advertisement, then at least as many women as men must be invited to take part in interviews and/or other selection processes for the position pursuant to Section 7(1) BGleIG. If less than 50% of the candidates suitable to be invited to interview are women, the application deadline must be extended by at least two weeks in order to try to attract more female applicants.
- d) The selection committees responsible for advising the director in charge of hiring should be made up of equal numbers of women and men, pursuant to Section 7(3) BGleIG. If there are not enough suitable women available internally for this purpose, external women may be asked to join the selection committees, taking data protection issues into account.

In order to establish the equal opportunities objectives and their implementation on a lasting basis, an awareness of gender issues is to be included as a specific requirement whenever leadership positions are advertised.

3.3. Recruitment to academic positions

The proportion of women with primarily academic roles was 48% on the reference date. This remains just below the ongoing objective of parity. As a result, the recruitment procedures set out in section 3.2 continue to apply in this area too. The wording in point (b) must also be included in all job advertisements. Care must also be taken that the fixed-term contracts offered to men and women are equal in length.

3.4 Parity on committees

The proportion of women on the Board of Trustees has increased further and is now almost half (as of the reference date: 5 of 11 members, or 45%). The MWS requests that all institutions responsible for

new appointments to the Board of Trustees (the federal government, academic organizations, Stifterverband) continue to keep female representation in mind so that the gender parity on the board is maintained.

The proportion of women on the academic advisory boards remains stable at just over half (52%, the same percentage as in 2017), but there are still substantial differences between the individual boards. For boards where women make up only one third or less of the membership, the following rules therefore apply:

The chairs of the boards have agreed that in advance of meetings at which recommendations for new board members are to be discussed, lists of recommendations should be drawn up and be made available to all board members and the Equal Opportunities Officer. Wherever possible, the lists should contain only female candidates until at least four of the nine positions on each academic advisory board are occupied by women.

Where vacancies arise and the board in question already has at least four female members, the list of recommendations submitted to the Board of Trustees should as a rule include at least one woman.

Irrespective of whether they have current vacancies, academic advisory boards are advised to maintain permanent lists of recommended candidates, which should include as many women working in fields eligible for membership of the board as possible. These lists should include not only professors, but also outstanding female candidates who have not yet obtained a professorial position.

The Equal Opportunities Officer and/or her local representative must be invited to all board meetings where the lists of recommended candidates for appointment to the board are to be discussed and/or compiled.

Furthermore, all permanent or temporary committees and commissions at the institutes or at the foundation level should have gender parity.

3.5 Line manager responsibilities

All line managers have a special responsibility to implement the principles underpinning the achievement of equality between women and men at work – especially the targets and actions set out in BGleIG and this strategy. This includes the following points in particular:

- a) Line managers are legally required to keep the Equal Opportunities Officer or her local representatives informed about HR matters in particular, ensuring that she receives comprehensive information in plenty of time to exercise her right of participation in decision-making processes. Particular weight attaches to this rule in that the Equal Opportunities Officer is an independent part of HR rather than a staff representative who enjoys other procedural rights. It is essential that she is included in decision-making processes at an early enough stage to participate in them properly. Beyond recruitment processes, this also applies to matters such as contract extensions, job grading, and the reallocation of tasks among employees. Under Section 62 of the German Federal Staff Representation Act ([*Bundspersonalvertretungsgesetz*](#)), the staff representatives are responsible – independently of the Equal Opportunities Officer – for ensuring that nobody experiences gender-based discrimination at their workplace and for promoting equality between women and men.
- b) Because of the considerable physical distance between the various individual institutes of the MWS, the Equal Opportunities Officer's local representatives, who carry out tasks on her

behalf of the EOO and in co-operation with her, are extremely important. Only with their help can equal opportunities be safeguarded in the MWS in a decentralized way. Under Section 28(6) BGleIG, the local representatives must be relieved of their usual duties to the equivalent of at least 10% of full-time working hours.

- c) Line managers – both male and female – have a duty to keep themselves up to date on measures designed to improve equal opportunities at work for women and men and to help employees manage their work, family, and caring commitments. For this reason, they will be made aware of relevant training courses.
- d) Line managers will actively inform their employees of available opportunities to help them manage their work, family, and caring commitments (see also section 3.6). They will regularly ask their employees if they need any such support – in any case at least once a year during their annual review (*Jahresgespräch*). This must be documented. Line managers will factor any information obtained in this way into their email communications and the allocation and scheduling of tasks, among other things. Transparency and equality must be maintained in all one-off decisions. The Equal Opportunities Officer or her local representative must also be notified of matters of this kind at an early stage.
- e) Line managers – as role models for their employees – are required to establish and maintain a working environment free of everyday sexism. This includes:
 - ensuring that they include gender-neutral or gender-inclusive language in their internal and external communications and avoiding gender stereotypes;
 - organizing and allocating tasks at the institute and providing career advice in such a way that stereotypical gender roles and expectations are avoided;
 - implementing transparent hiring procedures;
 - avoiding making employees feel that they have to justify themselves when exercising their rights set out in law or in this EOS;
 - showing consideration for temporary hormone-related limitations.

3.6 Managing family, caring, and work commitments

In an anonymous survey, employees were asked how the MWS could better help them manage their family, caring, and work commitments. Where feasible, and where relevant to questions of gender equality, these suggestions have been included in the following measures.

In this section, parenthood means social – i.e. not only biological – parenthood. It therefore includes all employees responsible for children aged under 18. It will only be possible to depart from this definition if narrower legal limits are defined.

a) More flexible working arrangements

The Covid-19 pandemic forced almost all employees to work from home temporarily. Many wish to continue some degree of remote working even after the resumption of normal operations at their institute. For employees with caring and child-rearing responsibilities, the time saved by not having to commute into the major cities where institutes are located is extremely helpful in managing day-to-day life. The increased flexibility of working hours during the pandemic allowed many parents to look

after their children and largely meet their work-related responsibilities at the same time by working in 'shifts'.

Adequate flexible working arrangements – in terms of both time and location – must continue to be provided for employees with caring and child-rearing responsibilities, subject to operational feasibility, and these arrangements must be regularly reviewed and adjusted if necessary. It may be necessary to provide this group of employees with flexibility in terms of time and location that goes beyond the rules applicable to other employees. It may also be necessary to look into introducing working time accounts in order to help employees manage childcare challenges due to school holidays or children with long-term illnesses. Depending on the measures adopted, the institute must (where necessary) create the conditions for the success of these measures by arranging cover or making internal changes to how work is organized. It should be noted that there is a collectively agreed requirement to draw up a staff agreement regulating remote work (to the extent that this possibility is offered to employees).

Senior managers should be offered training on how to manage hybrid remote/in-office teams.

b) Scheduling

Internal events and meetings should be announced far enough in advance, should take place at regular intervals where possible, and should take into account the restricted availability of employees with caring and child-rearing responsibilities. Appointments outside core working hours should be avoided unless absolutely necessary. Where possible, business trips and events should not extend into the evening and should not be scheduled for weekends or public holidays.

c) Covering childcare/caring-related expenses due to exceptional work-related needs

If a person with childcare or other caring responsibilities has no alternative but to pay for care because they are required to take part in an event or business trip outside of their normal working hours, the institutes and central office will reimburse them for any resulting additional costs. Approval may also be given for children to be taken on business trips when necessary. If the children concerned are unweaned, this must always be treated as a necessity. In exceptional cases, it may also be necessary for the employee to take another caregiver with them on the trip.

d) Parental leave and family-related leave of absence

The Federal Act on Parental Leave and Parental Benefits ([Bundeselternzeit- und Elterngeldgesetz, BEEG](#)) also applies to adoptive parents and prospective adoptive parents from the moment when their child joins their household. Where local law offers local employees comparable opportunities for parental leave, it should be ensured that adoptive parents and prospective adoptive parents are treated in the same way as biological parents when granting special leave.

Contact must be maintained with employees on parental leave or on family-related leave of absence. Further measures must be discussed with the person on leave, such as whether they should remain on the all-staff email list. The institutes will maintain running lists of employees on parental leave or on family-related leave of absence.

e) Job advertisements with part-time option; switching from part-time to full-time

In order to meet the obligations set out in Section 6(1) BGlG, all advertisements for positions other than that of director will include the sentence: 'In accordance with the German Federal Equal

Opportunities Act, all positions can in principle be held part-time'. This will also apply to advertisements for local positions. If an advertised role needs to be held full-time and the best candidate wishes to work part-time, careful consideration must be given to whether this requirement can be met and what specific personal and organizational measures can be taken to meet it.

Where employees working part-time in order to better balance their work with their family and caring commitments express a desire to work additional hours, the senior managers of the institute or the central office must actively seek to make this possible. If further training is required for this, suitable courses must be considered.

f) Information on institute websites

Prospective applicants, especially those who would have to move from Germany to the institute's host country in order to take up the job, need information about matters such as childcare availability or their partners' employment prospects. The institutes' websites should contain such information or indicate where it can be found. All job advertisements should also refer to this information, e.g. by linking to the relevant page of the institute's website. This information should be kept up to date.

g) Academic staff in the process of obtaining a qualification

Under sentence four of Section 2(1) WissZeitVG, as a means of providing further support in managing work, family, and caring commitments, it is possible for employers to extend the contracts of academic staff in the process of obtaining a qualification by up to two years per child under 18.

Contract extensions should be signed at least six months in advance, or at the latest three months in advance in exceptional and justified circumstances, in order to give families as much certainty as possible in their planning and, in the event that the contract extension is not approved, to allow the family to prepare for an international relocation.

Institutes will discuss with employees how their objective of obtaining an academic qualification can be achieved in the available time, taking into account their caring or child-rearing responsibilities. As part of this, they must consider the allocation of tasks and resources (such as research assistants).

3.7 Information and training on equal opportunities issues

The MWS offers all staff training on equal opportunities, sexism, and workplace discrimination in order to raise awareness of professional equality between women and men.

3.8 Objectives at individual institutes

Because the individual MWS institutes differ in terms of their activities and the circumstances of their host countries, the senior managers of each institute should regularly meet with the Equal Opportunities Officer's local representative to discuss how the EOS can be implemented, and what additional objectives and measures might be adopted locally.